

# **PRESERVING OUR PAST THROUGH HERITAGE TOURISM**

## **Developing a Heritage Industry**

**Utah Division of State History  
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## **Developing a Heritage Industry**

### **EXECUTIVE SUMMARY**

By using this strategic plan to build the heritage tourism industry, communities and individuals in Utah will be able to develop and implement activities that weave history into tourism and economic development.

Heritage tourism is defined at the community level as the process of enhancing a community for the residents as well as for the tourists. It includes local handicrafts, language, gastronomy, art and music, architecture, sense of place, historic sites, festivals and events, heritage resources, the nature of the work environment and technology, religion, education, and dress.

Utah needs heritage tourism as a viable industry to contribute to the future economic stability of the state. Many Utah communities are giving new emphasis to history. The strategies and actions suggested in this Plan build on this activity and will give communities and individuals ideas to use in their own strategic plans.

This Plan is intended for communities and individuals. It will help communities develop strategic heritage plans. It will help individuals interested in doing a heritage-related project or product. We encourage communities and individuals to use this plan to develop projects that will work for them.

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## GOAL

By using this strategic plan to build the heritage tourism industry, communities and individuals in Utah will be able to develop and implement activities that weave history into the tourism and economic development of all Utah communities.

## WHAT IS HERITAGE TOURISM?

In order for all of us in Utah to build the heritage tourism industry, we must know exactly what the term means. Referring to heritage tourism as “cultural tourism,” Robert McNulty defines it at the community level as the end process of enhancing a community:

The challenge for communities and heritage [resources managers] is to provide a unique, special, and participatory tourist experience that will bring with it jobs and economic development in terms of investment in a range of initiatives. The challenge is further complicated by a need to preserve the character of the community, and its heritage resources, offer an authentic experience, respect the social and cultural way of life of the host community—all the while ensuring the sustainability and authenticity of the tourist product.<sup>1</sup>

Heritage tourism, as we would like to implement it, enhances a community first for the residents and then for the tourists.

The following dimensions of heritage tourism, identified by Walter Jamison<sup>2</sup>, provide the building blocks upon which we can develop our own heritage tourism industry:

Handicrafts	Festivals and events
Language	Heritage resources
Gastronomy	The work environment and technology
Art and music	Religion
Architecture	Education
Sense of place	Dress
Historic sites	

Heritage tourism connects authenticity, promotion, site development, interpretation, visitor services, and economic development where related professionals and the private owners work together to develop the industry.

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<sup>1</sup>Remarks at a symposium on cultural tourism held at the University of Calgary in March 1989.

<sup>2</sup>Jamison, Walter, “The Challenge of Cultural Tourism,” *ICOMOS CANADA BULLETIN* Vol 3 No 3, 1994.

## WHY IS THIS PLAN NECESSARY?

Utah needs to develop heritage tourism as a viable industry to contribute to the future economic stability of the state.

In 1992 the Division of State History published *The State of the Past: Strategic Plan for Utah's History*. That plan recognized the importance of heritage tourism and suggested several steps to promote the concept.

Since then several organizations and agencies have taken action to implement the ideas contained in that plan. They include the U.S. Forest Service, the Utah Arts Council, the Division of State Parks, the National Trust for Historic Preservation, the Utah Travel Council, and the state's new Main Street program. In addition, the Division of State History has been developing partnerships such as the Mining Heritage Alliance, the Interagency Task Force, the Utah Historic Trails Consortium, the Four Corners Heritage Council, and the Sanpete County Heritage Tourism Project with several of the above agencies and organizations.

Many Utah communities have recently established or given new emphasis to historical commissions, historical and archaeological societies, pageants, and museums. The strategies and actions suggested in this Plan will give communities and individuals ideas to use in their own plans.

## STRATEGIES

This heritage tourism plan is closely linked to the *Strategic Plan for Utah's History*. The following strategies from that plan have been adapted to build this heritage tourism strategic plan:

### **1. Resource Development and Preservation**

Communities and individuals will develop authentic, sustainable heritage tourism destinations by promoting them for the present generation and preserving resources for future generations.

### **2. Education and interpretation**

Communities and individuals will improve existing programs and develop new ones that help children and adults use heritage resources by involving them in interpretative and interactive activities. Communities and individuals will seek to make these activities relevant, enjoyable, exciting, engaging, and challenging.

### **3. Heritage Partnerships and Networks**

Communities and individuals will create formal and informal arrangements to succeed in their individual and collective missions and benefit the state as a whole.

### **4. Business and History Partnerships**

Communities and individuals will assist Utah businesses as they use historic resources to develop the local and state economy and encourage businesses to incorporate heritage tourism in their business activities and to develop new heritage tourism enterprises.

## **5. Communications and Promotion**

Communities and individuals will promote an understanding of Utah's heritage resources among the general public through awareness and outreach efforts. This will build broad-based support for heritage resources and tourism.

## **ACTIVITIES TO IMPLEMENT THE STRATEGIES**

This plan includes, under each of the five broad strategies defined in the previous section, a list of suggested activities that communities might consider as they develop their own plans and that individuals might explore as possible business ventures or non-profit enterprises. Some of the suggested activities are followed by italicized elaborations or examples of those ideas.

### **1. Resource Development and Preservation**

Communities and individuals will develop authentic, sustainable heritage tourism destinations by promoting them for the present generation and preserving resources for future generations.

#### **1.1. Develop and promote Historic Bed & Breakfasts.**

- *Promote them through a tour of Bed & Breakfast Inns. This could be accomplished through an organization of Historic Bed and Breakfast Inns.*
- *Historic Bed & Breakfast Inns could develop packages such as a dinner and ballet, a hayride, a winter sleigh ride, or another historic activity.*

#### **1.2. Develop hands-on authentic farm/ranch experiences.**

- *Develop a paying hands-on experience for visitors such as shearing sheep, then spinning, dying, and weaving or knitting the wool. No Idle Hands in Mt. Pleasant is an example of this type of activity.*
- *Develop demonstrations of historical ranching skills and life at sites such as the Fielding-Garr Ranch on Antelope Island and This is the Place State Park.*

#### **1.3. Develop hands-on experiences for visitors at historic sites such as Fort Buenaventura, the old school house at Camp Floyd, or Wheeler Farm.**

#### **1.4. Develop historic railroad riding experiences.**

- *A train ride from Helper to Castle Gate could be developed in partnership with the private sector.*
- *Heber Valley Historic Railroad is an example.*
- *The Golden Spike Historic Railroad and related attractions could be developed.*

- 1.5. Enhance museums to make them authentic, exciting, and fun using hands-on methods that draw the public.
  - *It has been shown at the national and international level that people attending museums will pay if the experience is exciting and fun, and if authenticity is not compromised.*
- 1.6. Create and promote new programs and activities at heritage destinations.
  - *Live performances, re-enactments, historic inns, antique shops, and other attractions should be developed.*
  - *A railroad village, perhaps at Corinne, could be developed.*
- 1.7. Expand “Passports in Time,” sponsored by the Forest Service, to ensure that visitors to the Forest Service Lands have authentic experiences.
- 1.8. Open an historic mine for tourists, maintaining the highest safety standards.
  - *An underground mine, perhaps a coal mine in Emery or Carbon county could be developed for a tourism experience. The visitor might actually live a shortened day in the life of a miner, by being awakened by the bell, carrying the lunch pail into the mine, mining coal, being paid in scrip, and buying from the company store.*
  - *An example is the Ontario Mine in Park City scheduled to be opened in the summer of 1995.*
- 1.9. Federal agencies might consider the idea of providing exclusive rights of access to tour companies under permit with the proceeds going to preserve, protect, and interpret the site.
- 1.10. Home tours and community celebrations might charge a fee with a percentage going to the historic preservation committee to pay for markers and rehabilitation of historic buildings.
  - *Springville, Farmington, Tintic, Pleasant Grove, and Spring City are examples of communities that hold annual celebrations using these ideas.*
- 1.11. Historic communities and historic districts should provide enhanced tourist experiences that return economic value to the community.
  - *Carriage rides, artists, musicians, parades, rodeos, fairs, dinners, and many other layered activities need to be provided as a part a larger tourism experience.*
- 1.12. Develop and promote restaurants with indigenous food.
  - *A guidebook could be developed to direct the tourist to local restaurants serving foods from that region, as well as to places throughout the state where visitors can find indigenous food varieties.*
- 1.13. Promote an area's unique ethnic population through celebrations such as Danish Days

or Icelandic Days and provide a variety of experiences to draw tourists and visitors.

- 1.14. County Fairs need to be coordinated, organized, and better promoted.
- 1.15. Include historic and cultural resources in long-term community planning efforts to ensure resources are protected, preserved, and sustained; ensure also that the opportunity for economic value is not diminished by current undertakings.
- 1.16. Present folkways, folklore, and related products in such a way that they provide a community event which can encourage a sense of community pride, economic return, and recognition.
  - *Cowboy poetry and cowboy poetry workshops provide an example of how folkways can attract people to destinations.*
  - *The Festival of the American West provides an excellent economic opportunity for showcasing crafts, foods, and events supported by our state's visitors.*
  - *The Living Traditions Festival in Salt Lake City, Folklife Festival in Blanding, and the Harvest Homecoming in Capitol Reef are also examples of festivals where folkways can be shared.*
- 1.17. Develop more archaeological field experiences, with opportunities for hands-on activities by paying visitors.
- 1.18. The preservation community needs to become actively involved in developing destinations and quality experiences rather than promoting them.
- 1.19. Use section 106 and section 110 of the National Historic Preservation Act and section 404 of the State Historic Preservation Act as tools to develop heritage sites for visitation and public experience.
- 1.20. Establish restoration/rehabilitation/stabilization grants to develop heritage sites.
- 1.21. Each community will be encouraged to develop its own strategic plan for heritage tourism utilizing its own unique resources and incorporating its own community values.
- 1.22. The Division of State History should be a clearinghouse for grants and funding sources.
  - *Private entrepreneurs should be assisted with incentives such as revolving loans, grants, etc.*
- 1.23. The Travel Council's Destination Tourism Program provides opportunities for destinations to be enhanced with grants and technical advice, thus ensuring that quality will be maintained and authentic experiences will be developed in the travel industry.

## **2. Education and Interpretation**

Communities and individuals will improve existing programs and develop new ones that help children and adults use heritage resources by involving them in interpretative and interactive activities. Communities and individuals will seek to make these activities relevant, enjoyable,



exciting, engaging, challenging, and financially beneficial. But above all else, they must be educational and meaningful.

- 2.1. Educate and develop self-esteem in communities so they will have a sense of pride in what they have.
- 2.2. Educate the teachers and they can educate the children about the cultural heritage of the community.
  - *Innovative methods need to be found that can educate children. Zinj Magazine is one example.*
  - The Arts In Education program sponsored by the Utah Arts Council provides a folklorist who spends three weeks in the school and helps children identify local folk groups and folk artists. An in-service workshop with teachers is conducted as well as a public program which highlights the findings of the students.
- 2.3. Step-on guides should require remuneration for their intellectual contributions.
- 2.4. Tour operators should understand the value added to tours by local interpretation and should be willing to support local expertise.
- 2.5. Certification of guides by a trade or professional organization will ensure that they add value by providing a high-quality interpretation.
- 2.6. Owners of historic sites should interpret those sites in more creative ways.
- 2.7. Use coordinated signs to attract the visitor. A visitor having seen one site with a certain type of signs will be attracted to other sites with similar signs.
- 2.8. Develop products which will help people learn as they travel.
  - *Develop travel tapes that can be purchased or rented, perhaps combined with music, historical information, and other information, to enhance the experience while the visitor is traveling.*
- 2.9. Upper division and graduate students in communication, graphic arts, drama, history, planning, architecture, archeology, landscape architecture, preservation, journalism, business, folklore, and American Studies, etc. should be offered internships with the history tourism community—in both the public and private sectors.
- 2.10. Encourage heritage tour companies. Improved interpretive experiences need to be provided by paid step-on guides.
  - *American Heritage Tours is one example of this kind of tour operator.*

### 3. Heritage Partnerships and Networks

Communities and individuals will create formal and informal arrangements to succeed in their individual and collective missions and benefit the state as a whole.

- 3.1. Chambers of Commerce, non-profit groups, and government officials should work together to create and maintain the heritage tourism industry to benefit their communities.
- 3.2. Tie communities together with appropriate regional themes. Encourage cooperation, not competition between small communities. Communities should know about each other.
  - *A pilot project as cited in 3.15 to develop a heritage tourism strategy for a county or city may be the appropriate way to demonstrate how communities can work together. Document the project and distribute information to other communities.*
- 3.3. Calendaring of heritage events and historic site schedules should be cooperative and coordinated.
  - *The Centennial Commission is developing a calendar for a two year period, listing all heritage activities and events in the state during the centennial year.*
  - *A master calendar of events and cooperative activities should be maintained beyond the centennial.*
  - *The Folk Arts Program of the Utah Arts Council publishes a list of ethnic and other festivals quarterly. This list should be coordinated with the events calendar for State Parks, the Travel Council, Prehistory Week, and all other heritage providers.*
- 3.4. A statewide heritage tourism organization is needed to coordinate government, business, and non-profit groups.
- 3.5. Form partnerships among local, state, and federal agencies and private and non-profit communities.
  - *The Division of State History needs to continue to expand its partnership organizational efforts already started with the Four Corners Heritage Council, the Utah Historic Trails Consortium, the Mining Heritage Alliance, the Utah Pioneer Sesquicentennial Celebration Coordination Council, and the Interagency Task Force, and to form new partnerships in heritage tourism.*
- 3.6. Provide opportunities for the private sector to work in partnership with managers of heritage resources.
  - *Antelope Island or This is the Place State Park could be selected as pilot projects to provide opportunities to heritage tourism businesses.*
  - *Resource managers might consider the use of private interpreters.*

- *Many state parks already work very closely with concessionaires of all kinds, some of whom do offer heritage experiences.*
- 3.7. The Arts Council staff are trained in promoting, presenting, and designing quality public events which emphasize heritage and which can be a part of heritage tourism industry.
  - 3.8. The Mining Heritage Alliance, a partnership of the private sector, government agencies, and non-profit organizations should implement a plan to enrich visitors' experiences at hands-on mining sites and should produce public educational products that enhance visitors' experiences.
  - 3.9. Community-based heritage organizations should be used for their expertise in defining and interpreting sites.
    - *The Monticello Cultural Heritage Committee is an example of this type of organization and may be used as a model for other communities.*
  - 3.10. The Interagency Task Force should develop products, policies and projects that enhance and sustain the state's heritage resources.
    - *Prepare a heritage tourism resource notebook that provides information and sources to guide and assist communities, federal, and state partners in their efforts to develop a sustainable heritage tourism industry.*
  - 3.11. The Four Corners Heritage Council should continue to encourage and assist in the development of heritage tourism products.
    - *Distribute widely the video and educational material being prepared in partnership with the Grand Canyon Trust which will educate heritage tourism providers.*
    - *Enhance the Trail of the Ancients in partnership with other states to ensure success by developing a corridor plan.*
    - *Make available to visitors the Four Corners brochure to direct them to sites that have been prepared for visitors.*
    - *Study the Four Corners area as a potential National Heritage Area which could bring new tools to develop and preserve the region's heritage resources.*
  - 3.12. Each community will be encouraged to develop its own strategic plan for heritage tourism utilizing its own unique resources and incorporating its own community values.
  - 3.13. The Interagency Task Force needs to develop a coordinated database that can assist in developing and protecting our cultural heritage so that a heritage tourism industry can be developed and sustained.
  - 3.14. The Division of State History needs to join with other divisions in the Department of Community and Economic Development and outside the department where common agendas can be linked.

- *Travel Council, Arts Council, the Division of Community and Economic Development, the Division of Business and Economic Development, the Centennial Commission, the Main street Program, the Office of Museum services, and other community economic development interests need to partner in many heritage tourism initiatives, i.e., 1.7., 1.13., 1.14., 1.17., 3.9., 3.15.*
  - *Division of State History needs to partner with the Division of Business and Economic Development in efforts to develop and educate new heritage tourism businesses, i.e., 3.1. and 4.1.*
  - *Division of State History needs to partner with the Utah Department of Transportation and the Department of Agriculture.*
- 3.15. A pilot project developing a heritage tourism strategy for a county or city needs to be undertaken and sponsored jointly by the Travel council, Division of State History, Arts Council, and Department of Community and Economic Development.
- *The Sanpete County Heritage Tourism Project is an example of such a project.*
- 3.16. The Endowment for History should be funded.
- *The Endowment for History provides a funding mechanism that will allow communities and non-profit heritage organizations to develop, enhance, interpret, and maintain our state's heritage.*
- 3.17. The Mining industry should produce a video on mining heritage and provide funding for mining teaching kits.
- *The mining teaching kit, available from the Division of State History, should be duplicated and distributed to a wide audience.*
  - *The mining industry in cooperation with government agencies needs to circulate widely the recently released Utah Mining History Video, Treasure House: the Utah Mining Story by Groberg Communications, Bountiful, Utah.*
- 3.18. Develop a heritage tourism starter kit for interested communities.
- *The kit needs to contain lists of available resources, "how to" guides and training guides, contacts for funding and funding sources, business and economic development connections, and successful models that demonstrate heritage tourism products and projects.*
  - *The pilot project in Sanpete County should be used to develop and test this heritage tourism kit.*
- 3.19. Conferences could be held on the subject of Heritage Tourism as part of the Governor's Conference on History and Heritage and the Governor's Conference on Economic Development and Tourism.

- 3.20. In folk arts programming the concept of community scholars is used to generate quality folk arts that is community based and orchestrated. Individuals are offered training in fieldwork, and other skills necessary to produce quality programs, and they become the community's resource for folk arts and other cultural programs. A similar approach could work for heritage tourism.

#### **4. Business and History Partnerships**

Communities and individuals will assist Utah businesses as they use historic resources to develop the local and state economy and encourage businesses to incorporate heritage tourism in their business activities and to develop new heritage tourism enterprises.

- 4.1. Educate potential entrepreneurs, including heritage professionals and heritage providers, in sound business principles in order for them to be successful.
- *In partnership with colleges, universities, and the Division of Business and Economic Development, the Division of State History should take a lead in educating heritage entrepreneurs through conducting workshops around the state on sound business principles, authentic interpretation, and development strategies.*
  - *The proposed pilot project in Sanpete County should provide the structure to implement this objective.*
- 4.2. Economic Development Councils and Chambers of Commerce should help businesses involved in heritage tourism.
- *Entrepreneurs and those who are providers of heritage tourism experiences should request services from their local Chambers of Commerce and development councils to assist them in business skills.*
- 4.3. Private businesses need to develop infrastructure for heritage tourism. Agencies must help identify opportunities for private business.
- *Through the partnership of tourism destination grants and assistance from the Division of State History, private businesses can identify opportunities for authentic hands-on tourism destinations.*
- 4.4. The heritage tourism industry must be developed with a grassroots approach. Communities must *want* the industry.
- 4.5. Make information about local attractions and activities available at bed & breakfast inns, museums, visitor centers, hotels, restaurants, etc. Printed itineraries in tourist brochures should link businesses, hotels, and shops with historic events, sites, and products.

- 4.6. Tour guide permits should be necessary for some areas on public lands, just as they are now used on river runs.
- *Prepare sensitive sites for tourists, control the number of tourists, and assure that the visitor will have a more positive experience with a trained guide.*
  - *Enforce limited access and “demarket” fragile sites.*
  - *Permits should be of long duration so that businesses will be willing to take the risk.*
- 4.7. Heritage businesses should provide visitors with the ability to use credit cards to make spending easier.
- 4.8. Existing tools for heritage tourism need to be expanded and new tools identified that can help this effort.
- *The Superhost program can help heritage tourism providers be more effective.*
  - *State Tax Incentives for rehabilitation of historic commercial properties similar to state tax credits for residential properties, are needed.*
  - *The “Building Doctor” Program assists small developers with correct restoration standards, thus ensuring authenticity.*
- 4.9. The Main Street Program should develop workshops on economic revitalization of downtown historic business districts.
- 4.10. Potential heritage industries must be educated in sound cultural resources management practices.
- 4.11. A survey of Heritage Tourism destinations and providers needs to be completed.
- *A database is currently being developed by the National Trust for Historic Preservation under contract with the Division of State History and the U.S. Forest Service. This should be completed in the fall of 1995.*
- 4.12. Products that are historically authentic and locally produced should have an attached certificate or some other statewide identification tag to enhance their value.
- 4.14. Encourage entrepreneurs to develop and license products which tourists can take with them, such as board games of state parks, heritage puzzles, etc.
- *Some of the proceeds from these products should return to the resources that are providing the product inspiration.*
- 4.15. History-based consignment shops might be developed at several locations around the state.
- *For example, the Ephraim Co-op Consignment Shop is located in a restored historic building. Locally produced crafts and goods are available for purchase, thus ensuring economic value from this heritage industry of local craftsmanship.*

- The Utah Craft Cooperative is an organization which promotes fine art conceived, designed, and made in Utah, such as ceramics, painting, jewelry, photography, fabrics. These items could be sold at heritage destinations.

## 5. Communications and Promotion

Communities and individuals will promote an understanding of Utah's heritage resources among the general public through awareness and outreach efforts. This will build broad-based support for heritage resources and tourism.

- 5.1. The Travel Council should be used more extensively to promote heritage tourism and develop heritage tourism products.
  - *Develop regional marketing plans.*
  - *Continue press tours and "fam" tours and coordinate them with all agencies that have interest in increasing tourism, such as Film Development, Division of State History, and other partners*
  - *Advertise in magazines such as American Heritage and National Geographic.*
- 5.2. Produce professional articles concerning Utah's history and archeology for *National Geographic* and other public magazines without the cost of advertising.
  - *For example, an article in the June 1993 issue of Architectural Digest features a cabin built in Daniels, near Heber City, by a Utah pioneer. It describes the cabin's history as well as showing photographs of how the current owners have restored it.*
- 5.3. A cookbook featuring recipes from inns and other historic buildings could be produced.
  - *Currently being considered is a recipe and heritage book for the governor's residence. This is one example of recipes connected to a historic building. The recipes that will be selected are those served at the mansion by the families who occupied the residence.*
  - *Culinary Treasures, a cookbook including recipes from Sanpete County Innkeepers, is an example.*
- 5.4. Day trip brochures would be helpful to visitors.
  - *Develop a brochure about the Mormon History Corridor or Trail in Salt Lake City that would take the visitor from This is the Place Monument and lead them on a trail of pioneer sites in the Salt Lake City area. This trail might be marked by beehives located in the pavement, and brochures and other materials might be made available to guide the tourists to the sites.*
  - *Other day trips might describe archaeological resources and Native American sites.*
  - *Sanpete Scenes, a Guide to Utah's Heart, by Gary B. Peterson & Lowell C. Bennion, contains several tour itineraries for Sanpete County.*

- 5.6. Encourage research and writing projects on a local level to promote interest in a particular area and its heritage resources.
- *The Spring City Historic Book and Centennial County Histories are examples of this kind of publication.*
- 5.7. The heritage profession needs to understand the values of marketing and demarketing.
- *Sites that are prepared for the visitor need to be marketed. Techniques of demarketing can be used to move visitors away from those fragile sites which are not prepared for visitors.*
  - *Sites outside national parks need to be developed and tourism directed away from the crowded national parks to areas surrounding them that have opportunities for tourists.*
- 5.8. The heritage profession needs to become aware of the tools that are used by the tourist profession to market to special interest groups.
- 5.9. The heritage profession needs to work on identifying authenticity and quality, and developing a vision of what we want from the tourist. The Division of State History needs to take a lead in holding seminars or workshops in creating a unified vision of authenticity and quality destinations.
- 5.10. The preservation community needs to become actively involved in developing destinations and quality experiences, rather than promoting them. The development of destinations becomes the way that they are promoted, rather than promoting just any resource.
- 5.11. Sites need to come alive and be entertaining and fun. The heritage profession needs to take cues from the entertainment industry to provide real quality, authentic experiences and activities at heritage tourism destinations.
- 5.12. Gift shops need to be aware that there is value in replicating heritage resources.
- *For instance, high quality copies of an important historic bell might be available for purchase. Other ideas include arts, crafts, or models of buildings or rock art replicas and arrowheads replicas.*
- 5.13. The heritage profession needs to think of linking itself with the recreation industry in such a way that the tourist is given both a historic and a recreational experience in one trip.
- *Cross-country and downhill ski tours through a historic area might be a way of combining recreation with a historic experience.*
  - *Rails-to-trails bike routes are another example of combining recreation and a historic experience.*
- 5.14. Link cultural resources and tourist services to reproduced historic maps.



## **HOW CAN THIS PLAN BE USED?**

Taking ideas from the “Activities to Implement the Strategies” section above, communities and individuals in Utah can use this Plan to develop their own plans for building the heritage tourism industry.

### **Use of this Plan by Communities**

*Communities* in this context are formal or informal groups of people and organizations with common purposes and goals. They may include cities and towns, counties, or those who live in other kinds of geographic areas. They may also be business groups, or history and heritage organizations.

Because heritage tourism, at its root, supports community values, any organized heritage tourism effort must reflect its community’s interests. Communities can use this plan as a framework. As each community develops its own strategic heritage plan, people of the community can select, reject, modify, adapt, and enhance elements of this plan, and incorporate their own ideas.

For example, your community might identify its “crown jewel” as a museum, event, historic site, pageant, or tradition. Then you might support your particular crown jewel with tax dollars, or you could otherwise make it a center of community efforts. Your community’s crown jewel may become the focal point that creates opportunities for other activities, events, and enterprises. In other words, you must evaluate the total economic impact of heritage tourism. While some attractions may, indeed, lose money, others may become profit centers. Consider the net benefit in terms of a community strategic plan.

Your community may not have a single crown jewel. Instead, you may assemble a complex of sites, events, experiences, etc., to form a destination. You could form networks, in this case, to promote and jointly develop attractions.

Your community may determine that its strength is its location on transportation routes. Visitors will want to stop in your community to see its heritage attractions, making your community a destination, as they travel on their way to national parks and other tourist destinations.

Other models will emerge from your own planning efforts, based on your sense of community values and resources.

### **Use of this Plan by Individuals**

*Individuals* who can implement this plan include people or businesses and non-profit groups interested in doing a heritage-related project or product. We encourage you to use this plan to help select those enterprises that will work in meeting your goals. Although community efforts have proven effective, independent and motivated individuals will be successful too. Opportunities for entrepreneurs are always available. Furthermore, individuals are essential to the success of the organized efforts.

We expect this Plan will produce ongoing discussion and debate. It will continually evolve.

## ACKNOWLEDGMENTS

The Division of State History staff held a series of public meetings throughout the state during the summer and fall of 1994. Meetings were in Mt. Pleasant, Price, Monticello, Midway, Logan, and Salt Lake City. The purpose of the meetings was to gather opinions and ideas of the people in these communities relating to heritage tourism. At our public meetings we asked the questions:

- What is heritage tourism?
- What are the elements of a heritage tourism industry?
- How can a heritage tourism industry be developed?
- What should be the role of the private, non-profit, and government sectors in developing a heritage tourism industry?

The ideas from these meetings were compiled and this strategic plan for heritage tourism was drafted. It was then sent to all the participants who attended the meetings as well as government agencies, the Travel Council, Arts Council, and any other interested parties. Comments and suggestions were elicited from these parties and incorporated into the Plan.

The Division of State History thanks all those who helped bring this Plan to completion. We appreciate the input given at each of the public meetings from interested parties, including members of heritage non-profit organizations, community leaders, business people, federal and state agencies, and citizens; we also thank those who commented on the draft plan. We thank Marci Andrews, Stan Layton, and Miriam Murphy for their help in editing the draft, and also Susan Whetstone for her help in locating historic photos for the publication.